

ADMINISTRATIVE - INTERNAL USE ONLY

Mr. Colby spoke to the members of Midcareer Course #41 from 1435 to 1543, Friday, 7 June 1974. His prepared remarks occupied 15 to 20 minutes, and the remainder of the time was devoted first to answers to the written questions submitted in advance to him by the members of the class, followed by answers to questions from the floor. A summary follows (most answers are paraphrases, not quotations):

Prepared remarks (only what seems to be new or significant is included): Mr. Colby spoke first about "intelligence today and for the future." He said we are going to have to adjust to changes. (He reviewed the 1950's and 60's). He talked a little bit about his part in Vietnam. He said the atmosphere of the 60's is now gone--our major focus is now going to be intelligence analysis, rather than paramilitary activities. He said we must keep up with the enormous technical and technological advances in the world around us.

Mr. Colby also said we must learn how to draw the conclusions that are significant, i.e., how to select the important problems and to predict things that will help policy makers make decisions that will in turn make our predictions wrong. He cited the Middle East as an example. He said we could have done a better job there, but 2 or 3 months ago we made a prediction regarding Syrian-Israeli hostilities that enabled diplomatic activity to be undertaken that made our predictions wrong. Following up on this, he said intelligence should help us inform our bosses of the problem areas, so that they can forestall trouble. OBGI came in for some warm praise regarding support it provided in the Syrian-Israeli situation.

Mr. Colby said the Clandestine Service will not disappear--there is going to be more and more need for good clandestine collection--it is the national clandestine staff. It will focus on what technologists and scientists are thinking about, and getting close to the foreign decision makers. He continued, saying the Clandestine Service must devote much of its effort to the hard targets because this will greatly aid the policy makers. He said the information can be obtained, it is expensive, and we need to use our imaginations to devise new ways to do it. Mr. Colby said that he believes that technical collection can help when it is teamed up with the clandestine collector (I believe the reference here was to such things as improved audio collection).

Mr. Colby said that we have not done our job until the information is in the President's mind. He said that we must present our information in the forms that will best get into the minds of our consumers.

ADMINISTRATIVE - INTERNAL USE ONLY

Answers to written questions:

1. How do you understand your responsibilities to manage the Intelligence Community and its resources? And do you have the bureaucratic clout and authority to do this? (What's happened to INR in the Community?)

Mr. Colby said that his responsibility is outlined in the President's letter to him. He says that he uses the KIQ's to identify what he thinks the Intelligence Community ought to do. Mr. Colby said that he has no authority, that he can only exercise positive leadership. He said that regarding the Intelligence Community budget, he can only make annual budget recommendations to the President. He said that he manages resources by participative management (i.e., MBO), and by post-audit. Projects are compared with one another to measure effectiveness. He said that he uses his NIO's to give guidance to the Community effort.

Mr. Colby repeated that his bureaucratic clout comes from the President's directive; Dr. Schlesinger is known in the Department of Defense as the author of the draft directive. Mr. Colby says the way he does his job is an important influence on its effectiveness (if he can do it without antagonizing others, so much the better).

Mr. Colby said that INR is doing pretty well--Bill Hyland seems to be doing a good job for Kissinger. He foresees a future problem--how to activate the Foreign service to collect intelligence, especially economic intelligence.

2. Would you please comment on the pending personnel reduction as well as your view on Agency personnel strength for the future.

Mr. Colby said that he had no hard line views on the personnel strength of the Agency of the future; he said the driving force for reductions has been inflation. He said that we plan to achieve our future reductions by three means: normal retirements and departures; by identifying the bottom level of any particular grade through the panel system (there will be appeals systems, etc.); and by incorporating contract employees into the base for determining reductions. He said that reductions are probable again in FY76. He said the larger base should offer some protection.

3. What is your concept of MBO? How do you intend to ensure it is carried out throughout the Agency?

Mr. Colby said that MBO had been explained (in his answer to #1, above). He said that he regards it as simple (or at least, he added, "it ought to be").

4. How do you see the future of the Agency in relation to the Congress and the American public?

4. (cont.)

Mr. Colby said that CIA has a majority in Congress favoring a responsible intelligence service. He said that new upcoming legislation emphasizes foreign intelligence; there will be no training of police; we will do what the NSC directs and report to the oversight committees of the Congress about what we are doing. He said that the new legislation provides that he need not give the Congress an annual budget figure for the total Intelligence Community. (This, he said, protects the security of the Agency).

Mr. Colby said that we must serve the Congress more with substantive intelligence that will aid them in their decision-making. He also said that the press and public deserve some of this knowledge (he added that the press will be, and is, given backgrounders).

5. There is a conflict within the class and within the Agency as to the validity of the emphasis on the hard targets within the Clandestine Service. Please comment.

Mr. Colby chose not to comment further on this one, apparently feeling that he had commented sufficiently in his prepared remarks.

6. Is the "One Agency concept" possible, given the parochial interests of the individual Directorates?

Mr. Colby said that the One Agency concept is possible to a limited degree--we have too many specialties; we can get to work together, to collaborate. We can increase our awareness of other parts of the Agency. There are bureaucratic and real restraints on rotation. We can improve our working together on common intelligence problems. He added that small, limited-clearance projects may be opened up more to people from other Directorates, so that those who need to know will know.

Answers to questions from the floor:

Q.: What is your relationship with Mr. Kissinger?

A.: I see him a couple of times a week. My NIO's frequently see members of his staff. Our luncheons together have sort of fallen into disuse. Mr. Kissinger does try to keep me informed to some degree of what he is doing. I don't get everything he does, but this doesn't bother me. I understand the problems of leaks in Washington. I know what his main problems are.

Q.: What is your feeling about the budgetary balance between technological collection and analysis?

A.: I think the contribution of technological collection has been tremendous, but it is expensive. Analysis is not nearly as expensive. I have tried to protect the analysts from too great cuts. I have invested in OPR, and we have obtained some good studies from it.

Q.: Wouldn't you like to have Dr. Kissinger write the KIQ's?

A.: Yes, but that is not realistic. I write them, submit them to the Community for comment, and then send them to the senior policy makers. They send them to the same people I sent them to in the first place.

Q.: Do you contemplate any organizational changes?

A.: Not anything very significant. I'd like to leave things alone for awhile.

Q.: Can you see the Agency moving on to world problems such as the food crisis?

A.: Very much so; we already are. I volunteered our services to [REDACTED] (on this problem) recently, and they accepted.

STATINTL

Q.: What guidance do you get, and from whom do you get it in economic intelligence?

A.: I get guidance from the Secretaries of the Treasury, and of Commerce. OPR has its own contacts. The NIO for economics is on the road, finding out what people need. The economic consumers are not as well organized as the political-military consumers regarding what they want or need.

Q.: Please discuss the Agency's role in Watergate and the Marchetti case.

A.: We made a mistake helping Howard Hunt, and in the psychological assessment of Dr. Ellsberg. I have briefed the Congress committees on our collection of skeletons, and it's up to them whether or not they come out.

The Marchetti case was appealed recently and is up for decision. I am hopeful that we will get some help. We may be able to educate the judge as to what is classified. (There was some description of the nature of the bold face type and the deletions in the Marchetti book).

Q.: Are you worried about other Marchetti's?

A.: Yes, because our legal capabilities are limited. We were fortunate to catch Marchetti before he published. I have recommended legislation which would make unauthorized revelation by one of us who signed a secrecy agreement a crime--this would not be applicable to accomplices. Further, the burden of proof that something should be classified is placed on the Agency.

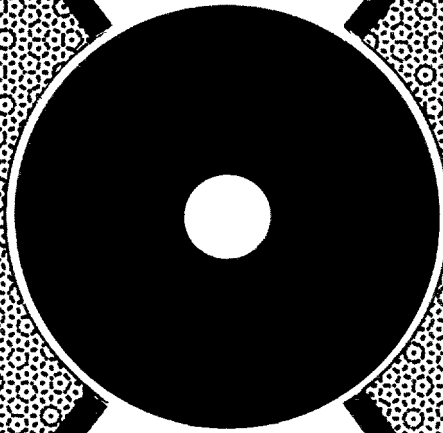
Q.: What is the basis of your confidence that we are going to be more successful in clandestine collection?

A.: We are getting some now. The results of it go to very few people. Some of the intelligence produced from this is very compelling stuff.

SECRET

OFFICE OF TRAINING

MIDCAREER COURSE



SECRET

MIDCAREER COURSE

NO. 41

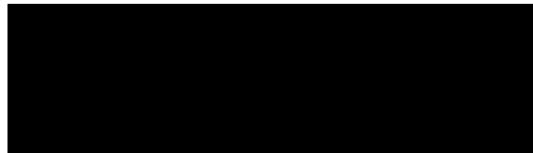
OPENING DAY

DCI Conference Room

PHASE I

THE AGENCY

25X1A



Headquarters Area

Opening Day 1 May 1974

Phase I 5-21 May 1974

CONFIDENTIAL

E-2 CL: 011208

CONFIDENTIAL

MIDCAREER COURSE

NO. 41

CHAIRMAN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2063

25X1A

CO-CHAIRMAN:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2063

25X1A

TRAINING ASSISTANT:

[REDACTED]
Room 933, Chamber of Commerce
Extension 2063

25X1A

CONFIDENTIAL

CONFIDENTIAL

MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of executive development as well as a forum for the exchange of views between senior managers from many components of CIA and Course participants. This success is illustrated by the decision in mid-1973 to increase the number of runnings per year from four to six.

COURSE OBJECTIVES

The objectives of the Midcareer Course are:

1. To broaden your understanding of the Agency as a whole, the Directorates and components other than your own, and issues of current interest and concern to Agency members.
2. To increase your knowledge of other elements of the Intelligence Community.
3. To provide insight into national and international trends and developments that bear on U.S. foreign policy or impinge on the U.S. foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

CONFIDENTIAL

25X1A

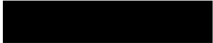
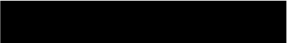

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400010003-8

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400010003-8

CONFIDENTIAL

WEDNESDAY, 1 May 1974
(DCI Conference Room, 7 D 64)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	<u>Introduction to the Course</u>	 Chairman, Midcareer Course II/MC	25X1A
		 Co-Chairman, Midcareer Course II/MC	25X1A
1500	<u>Welcoming Address</u>		
	<u>Lieutenant General Vernon A. Walters</u> Deputy Director of Central Intelligence		
1530	<u>Special Clearance Briefings</u>	 Security Officer, OTR	25X1A

CONFIDENTIAL

CONFIDENTIAL

SUNDAY, 5 May 1974

25X1A	1415	Arrival	[REDACTED]	
25X1A			[REDACTED]	
25X1A	1515	Welcome to [REDACTED] and Security Briefing (Please convene in Classroom 11--CR-11)	[REDACTED]	25X1A
			[REDACTED]	25X1A
			Chief, Security,	25X1A
			[REDACTED]	
25X1A	1600	Open House	[REDACTED]	
	1700	Dinner (no [REDACTED] operating hours 1630-1730)		
<p><i>Your predecessors in this course frequently have said that one of the greatest benefits of the course is the interaction among the class members, and so first, we introduce ourselves...</i></p>				
25X1A	1900-2100	<u>Class convenes at [REDACTED] for informal session and introductions</u>	[REDACTED]	25X1A

CONFIDENTIAL

CONFIDENTIAL

MONDAY, 6 May 1974

25X1A

PHASE I--THE AGENCY

We open with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Since most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0800-0850 Convene in Classroom 11 (CR-11)
Course Administration

*Block I--Mutual Perceptions:
The Agency and Us*

In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss mutual problems and to suggest solutions. The role of training in the Agency will be presented, as will security problems and the Agency in court. Finally, those officers primarily concerned with personnel matters will discuss their perceptions of the problems of people in the Agency.

0900-1200 Team Exercise: Midcareerist Obstacles

This team exercise is designed to bring our collective thoughts to bear on problems that we have perceived at one time or another. We want to identify and clarify obstacles that intrude upon both individual career development and the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. This exercise should surface and bring into focus concerns about ourselves and the Agency that we may explore throughout the entire five weeks.

Lunch

CONFIDENTIAL

CONFIDENTIAL

MONDAY, 6 May 1974

25X1A

1300 1515 Team reports

Dinner

1900-2100 *15* An Evening with the Director
of Training -

Alfonso Rodriguez
Director of Training

The Director of Training is at your service this evening. He will speak briefly about the Office of Training and the types of training you can get under its auspices, and then answer your questions on training, career development, and other related matters.

CONFIDENTIAL

CONFIDENTIAL

25X1A

TUESDAY, 7 May 1974

0830-1100 The Organization Game

Class and Staff

The Organization Game is a team exercise designed to familiarize the participants with the new structure of the Agency.

¹⁰
1100-1200- Team Reports
(CR-11)

Class and Staff

The results of the team play are reported to the full group.

^{15 5}
1300-1430 Lunch
CIA in Court Today

One of the major problems confronting the Agency today is the requirement to maintain the security of Agency operations in a free society. A representative of the General Counsel will highlight the changing legal concerns that affect the Agency's operations and security.

~~Deputy General Counsel~~

25X1A

25X1A

C/SS/DDO

~~1445-1545 Team Reports (Continued)~~

Dinner

CONFIDENTIAL

CONFIDENTIAL

25X1A

TUESDAY, 7 May 1974

[REDACTED]

[REDACTED]

25X1A

25X1A

5 30
1900-2100

The Agency's Medical
Services [REDACTED]

Dr. John Tietjen
Director of
Medical Services

by

25X1A

Besides that complete physical you
had when you EOD'd, the medics do a
lot more. There are psychiatrists
and psychologists you or your
family may consult.

[REDACTED]

25X1A

[REDACTED]
Deputy Chief,
Operations Division

25X1A

[REDACTED]
Psychiatric Staff

25X1A

[REDACTED]
Chief, Research
Branch, Psycholog-
ical Services Staff

25X1A

CONFIDENTIAL

CONFIDENTIAL

25X1A

WEDNESDAY, 8 May 1974

0830-0930 Individual Presentations

0945-1045 The Agency and Its People

Fred Janney
Director of
Personnel

The Director of Personnel will tell us how we stand since the reductions and offer his views on what the future holds. He will cover other facets of personnel management such as recruiting, career development, personnel actions, fitness reports, minority problems, career services, upward mobility, and interdirectorate and office assignments.

1100-1200 Equal Employment Opportunity in the Agency

Thomas W. Holmes
Director of
Equal Employment
Opportunity
Programs

The Director of Central Intelligence is firmly committed to achieving equal employment opportunity (EEO) for all CIA employees regardless of race, color, religion, sex, or national origin. The Director, EEO will first present the Agency's past record for hiring minority group members and women, compare that record with that in another similar agency, and then cover the Agency's 1974 Affirmative Action EEO Plan. In this discussion he will emphasize the problems we face, the directives he has received from the DCI, and the role that all Agency supervisors have in fulfilling the Plan. He hopes to solicit the views of the class on each of the action items within the Plan.

Lunch

CONFIDENTIAL

CONFIDENTIAL

25X1A

WEDNESDAY, 8 May 1974

1300-1330 Film: "Damage Report"
(Theater)

1345-1445 Security in the
Agency Today

Charles W. Kane
Director of
Security

The problem of keeping classified information secure at Headquarters and overseas is becoming increasingly complex. Here in the US leaks to the press, bomb threats, increased drug incidence among young people, and political radicalism, all affect Agency security. Overseas security is being challenged by more sophisticated opposition. The Director of Security will discuss the impact of such developments on personnel, technical, and physical security requirements.

Dinner

1900-2100 Evening Session - [REDACTED]

Fred Janney
Thomas W. Holmes
Charles W. Kane

25X1A

CONFIDENTIAL

CONFIDENTIAL

25X1A

THURSDAY, 9 May 1974

0800-0830 Discussion (CR-11) Class and Staff
0840-0940 Individual Presentations

Block II--Collection and Processing

Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with a look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We then move to the area of human collection for which the Agency has a unique responsibility. We will see how technical and human intelligence interact and complement each other. The role requirements play in the collection will also be described.

0945-1015 Technology and Intelligence
(Arena B)

Our speaker will present an overview of his Directorate, focusing on the whole of the Directorate's mission, organization, and the interrelationships of the components.

Les Dirks
~~Donald Steininger~~
Associate Deputy
Director for Science
and Technology

1030-1200 The Office of Development
and Engineering (Arena B)

The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.

Les Dirks
Director of
Development and
Engineering

Lunch

CONFIDENTIAL

CONFIDENTIAL

THURSDAY, 9 May 1974

25X1A

25X1A

1300-1400 ELINT Activities
(Arena B)

~~James Hirsch~~
Director of ELINT

Dup

*What is ELINT? A conducted tour
around the world of US ELINT
facilities, [REDACTED]*

25X1A

25X1A

*[REDACTED] will be an important
part of this presentation. Special
programs and future capabilities
will be covered, as well as how actual
operations are carried out.*

1415-1515 The Office of Research
and Development (Arena B)

~~Sayre Stevens~~
Director of
Research and
Development

Dup

*This is the office that takes a
"far-out" look at science and
technology to see what it can do
for us to keep ahead of the lead
time problem. This small group
pushes "the state of the art" of
US science to the outer limits for
the nation's benefit. We will hear
examples of what's already been
done and what's on the drawing
boards.*

Dinner

1900-2100 Evening Session - [REDACTED]

~~Donald Steininger~~
~~Les Dirks~~
~~James Hirsch~~
~~Sayre Stevens~~

25X1A

25X1A

CONFIDENTIAL

CONFIDENTIAL

25X1A

FRIDAY, 10 May 1974

0815-0945 Individual Presentations

1000-1130 The Directorate of
Operations -- Plans
and Objectives

Chief, Plans Staff

25X1A

We begin our coverage of the Operations Directorate with a broad overview of trends and developments affecting its missions. Our speaker will address the current state of priorities and objectives, with particular attention given to the impact of recent changes on the Directorate's future role. He will also present the current resource situation and prospects for the future.

Lunch

1300

ETD

CONFIDENTIAL

CONFIDENTIAL

25X1A

SUNDAY, 12 May 1974

25X1A
25X1A

1200-1830

Arrive

1630-1730

Dinner

25X1A

25X1A

1800

Open

1900-2115

Individual Presentations

CONFIDENTIAL

CONFIDENTIAL

25X1A

MONDAY, 13 May 1974

0830-0930 Individual Presentations

0945-1045 Field Station Activities

How a typical field station is organized to accomplish its objectives, how it receives and acts on new requirements for both FI and CA activities and how it interacts with headquarters are some of the questions which will be considered by the speaker. He will also describe the relationship of CIA with other US overseas representation, particularly the State Department, where there is some overlap of reporting responsibilities.

Chief, Western Hemisphere Division

25X1A

1100-1200 The Soviet Union

Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains an important rival of the US. The Chief of the Soviet Bloc Division will describe to you the collection activities and targets, and he will give his views of the problems and prospects for recruitment of Soviet citizens during the decade of the Seventies.

Chief, Soviet Bloc Division

25X1A

Lunch - Base Club

CONFIDENTIAL

25X1A


Approved For Release 2000/06/01 : CIA-RDP80-00536A000400010003-8

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400010003-8

CONFIDENTIAL

25X1A

TUESDAY, 14 May 1974



0830-0930 Discussion

Class and Staff

Block III--Intelligence Production

The final step in the intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--economic, political, military and scientific.

0945-1045 A New Emphasis on Economic Research

Maurice Ernst
Director of
Economic Research

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy maker's interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

CONFIDENTIAL

CONFIDENTIAL

25X1A

TUESDAY, 14 May 1974

1100-1200 The Office of Political
Research

Ramsey Forbush
Director,
Political Research

This office was created primarily to conduct political and interdisciplinary research in depth, rather than current intelligence about which we will hear more later today. The Director of OPR will discuss the rationale behind its formation, its current status and activities, and what he believes the future holds in store.

1355 Lunch

1300-1400 The Agency's Role in
Current Intelligence

Richard Lehman
Director of
Current Intel-
ligence

One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Director of OCI will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.

1415-1515 Individual Presentations

Dinner

1900-2100 Evening Session - [REDACTED]

Maurice Ernst
Ramsey Forbush
Richard Lehman

25X1A

CONFIDENTIAL

CONFIDENTIAL

25X1A

WEDNESDAY, 15 May 1974

0 5 IP's
0830-0930 ~~Panel Discussion~~

1000
0945-1045 The Agency's Responsibility
in Strategic Research

4 Class Members

Hank Knoche
Director of
Strategic Research

The speaker will progress from a broad definition of "strategic intelligence" to a specific consideration of OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will discuss a number of topics, including the following: current research priorities and the effect on these priorities of recent international developments such as arms regulation and improved relations with the USSR and China; the major inputs into OSR's product; and its role in producing national intelligence estimates and net assessments.

1100-1200 The Office of Weapons
Intelligence (Arena B)

David Brandwein
Director of
Weapons Intel-
ligence

The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. The Director of Weapons Intelligence will discuss the ways in which OWI uses raw data from telemetry, imagery, radar tracking and other information to build a coherent picture of the capabilities and performance characteristics of a strategic weapons system. Examples will be given of actual cases.

Lunch

CONFIDENTIAL

CONFIDENTIAL

25X1A

WEDNESDAY, 15 May 1974

1300-1400 The Office of Scientific Intelligence (Arena B)

Karl Weber
Director of
Scientific
Intelligence

The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.

1415-1515 The Imagery Analysis Service

George Allen
Director, Imagery
Analysis Service

The speaker will discuss the role of IAS in support of intelligence production and operations components of CIA. He will focus particular attention upon the support provided to on-going disarmament talks--SALT and MBFR.

Dinner

1900-2100 Evening Session - [REDACTED]

Hank Knoche
David Brandwein
Karl Weber
George Allen

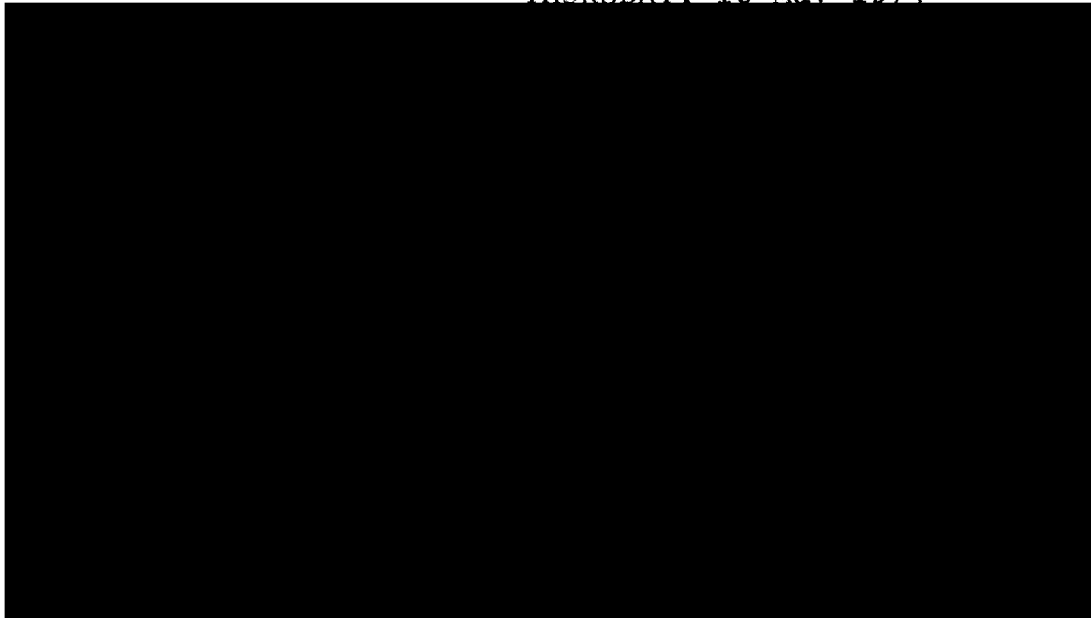
25X1A

CONFIDENTIAL

CONFIDENTIAL

25X1A

THURSDAY, 16 May 1974



25X1A

1615

Depart by bus for [REDACTED]

Dinner

1900-2100

An Evening with the Associate
Deputy Director for
Intelligence

Paul V. Walsh
Associate Deputy
Director for
Intelligence

In an informal evening session, the Associate Deputy Director for Intelligence will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.

CONFIDENTIAL

CONFIDENTIAL

25X1A

FRIDAY, 17 May 1974
[REDACTED]

0815-0900 Discussion

Class and Staff

0910-0940 Individual Presentation

Block IV--Support to the Intelligence Process

Intelligence collection, processing and production require a variety of support mechanisms. During the next three days you will hear about some of these activities and visit one of our major support facilities. Management by objectives, communications equipment, logistical support, computers, and technical hardware for operational use will be explained and related to the carrying out of the Agency's mission.

0945-1200 Management by Objectives

[REDACTED] Office of Training

25X1A

You have heard numerous references to management by objectives during the past two weeks. Our speaker will discuss the basic tenets of MBO and cite examples of its application within the Agency. He will also describe Letters of Instruction (LOI's) and their relationship to MBO.

Lunch

1300

ETD

CONFIDENTIAL

CONFIDENTIAL

MONDAY, 20 May 1974
(Room 916, Chamber of Commerce Building)

0900-1030 Developments in Agency
 Communications

██████████
Director of
Communications

25X1A

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

1045-1145 Individual Presentations

1145 Course Administration

Lunch

██████████
Midcareer Staff

25X1A

1330-1430 Logistical Support of
 Agency Activities

Francis Van Damm
Director of
Logistics

Logistics has changed its emphasis greatly since the winding down of activity in Southeast Asia and the present disinclination of the Administration to engage in any more large scale paramilitary ventures. These changes in emphasis and their effects will be described for us as they have become part of the "new look" in the logistics field.

CONFIDENTIAL

CONFIDENTIAL

MONDAY, 20 May 1974
(Room 916, Chamber of Commerce Building)

1445-1545 The Role of Computers in CIA

Harry Fitzwater
Director of Joint
Computer Support

The computer is here in the Agency to stay--as an information processor, as an analytical tool and as an assistant to managers and management. The Director of Joint Computer Support will acquaint you with current and projected uses of computer systems in the Agency and describe the role and responsibilities of his Office. He will also describe some existing computer programs and how OJCS can be helpful to you as a potential user of computers.

1600 The Management and Services Directorate

Harold Brownman
Deputy Director
for Management
and Services

You have now heard about several of the Offices in the DD/M&S. The Deputy Director will take a longer view of the Directorate's role in the Agency. He will survey current issues and problems which confront and concern his Directorate's operations and will discuss management responsibility in a period of shrinking resources and constraints on the services the Directorate provides the Agency and its people.

CONFIDENTIAL

CONFIDENTIAL

TUESDAY, 21 May 1974
(Local Field Trip)

0745 Carpools assemble in front
 parking lot of Chamber of
 Commerce Building

0800 Depart Chamber of Commerce
 Building

0900-1000 Technical Services in
 Support of Operations

*The Office of Technical Services
primarily provides technical support
to operations of the DDO. You will
have an overview of these activities
and then tour OTS facilities to learn
of the kinds of equipment and support
which the Office can supply.*


1000-1130 Briefings and Tours
 of Laboratory

 Buffet Lunch

1230-1430 Briefings and Tours
 Continued

1445-1515 Questions and Answers


1530 Carpools depart

 Deputy Director of
Technical Services

25X1A

OTS Staff

OTS Staff

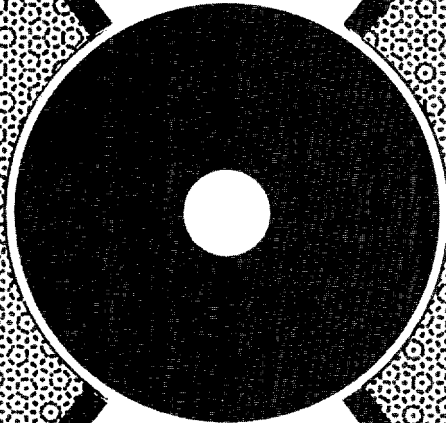
 Deputy Director of
Technical Services

25X1A

CONFIDENTIAL

SECRET

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400010003-8



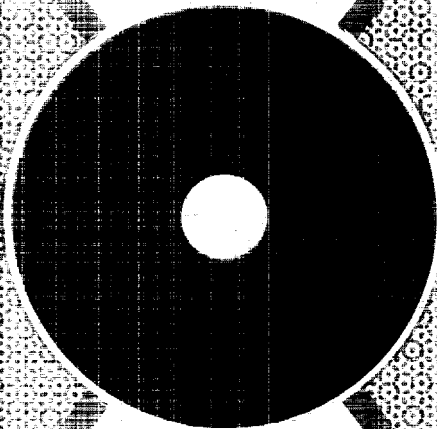
Approved For Release 2000/06/01 : CIA-RDP80-00536A000400010003-8

SECRET

SECRET

OFFICE OF TRAINING

MIDCAREER COURSE



SECRET

MIDCAREER COURSE

NO. 41

PHASE II

THE INTELLIGENCE COMMUNITY

Chamber of Commerce Building
22-24 May 1974

PHASE III

WORLD AFFAIRS

Headquarters Building
28 May & 7 June 1974

Field Trip
28 - 30 May 1974

Chamber of Commerce Building
31 May - 6 June 1974

PHASE II & III
22 May - 7 June 1974

CONFIDENTIAL

E-2 CL: 011208

CONFIDENTIAL

MIDCAREER COURSE

NO. 41

25X1A	CHAIRMAN:	<div data-bbox="743 625 1075 667" style="background-color: black; width: 204px; height: 20px;"></div> Room 933, Chamber of Commerce Extension 2063
25X1A	CO-CHAIRMAN:	<div data-bbox="743 756 1110 798" style="background-color: black; width: 226px; height: 20px;"></div> Room 933, Chamber of Commerce Extension 2063
25X1A	TRAINING ASSISTANT:	<div data-bbox="751 886 995 928" style="background-color: black; width: 150px; height: 20px;"></div> Room 933, Chamber of Commerce Extension 2063

CONFIDENTIAL

CONFIDENTIAL

MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of executive development as well as a forum for the exchange of views between senior managers from many components of CIA and Course participants. This success is illustrated by the decision in mid-1973 to increase the number of runnings per year from four to six.

COURSE OBJECTIVES

The objectives of the Midcareer Course are:

1. To broaden your understanding of the Agency as a whole, the Directorates and components other than your own, and issues of current interest and concern to Agency members.
2. To increase your knowledge of other elements of the Intelligence Community.
3. To provide insight into national and international trends and developments that bear on U.S. foreign policy or impinge on the U.S. foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

CONFIDENTIAL

25X1A

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400010003-8

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400010003-8

CONFIDENTIAL

WEDNESDAY, 22 May 1974
(Room 916, Chamber of Commerce Building)

0845-0930 Discussion Class and Staff
0930-1015 Phase I Evaluations

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn now to that amalgam known as the Intelligence Community. Speakers representing most of the other members of the Community will give us insights into the problems they face, both internally and with respect to each other.

1030-1200 The Intelligence
 Community Staff

Lieutenant General
Daniel Graham
Deputy to the DCI
for the Intel-
ligence Community

With the Director's additional responsibilities regarding the Community comes a new importance to the DCI's Intelligence Community Staff. Its numbers and makeup have changed to reflect the new thrust. We will hear of its four groups and their missions, functions, and personnel and their relationship to the Agency and other Community members.

Lunch

CONFIDENTIAL

CONFIDENTIAL

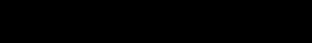
WEDNESDAY, 22 May 1974
(Room 916, Chamber of Commerce Building)

1330-1500 The Bureau of Intel-
ligence and Research

Kenneth Kerst
Office Director
for Europe and the
Soviet Union, INR

State is the oldest government unit with foreign policy responsibilities. Although small in size, INR has a strong voice in the Community, not only on political intelligence, but on economic, scientific, environmental, social and military as well. Our speaker will elaborate on the role of INR in the Community with particular regard to relations with the Agency, at home and abroad.

1515-1630 The FBI and Intelligence

 25X1A
Chief, Counter-
intelligence Branch,
Intelligence
Division, FBI

Some questions arise concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

CONFIDENTIAL

CONFIDENTIAL

25X1A

THURSDAY, 23 May 1974

Room 916, Chamber of Commerce Building)

25X1A

0815 Bus leaves from Chamber of Commerce Building (meet at rear of Chamber of Commerce Building)

0900-1130 The National Photographic Interpretation Center

John Hicks
Director, National Photographic Interpretation Center

Although NPIC is predominantly a processor, it is closely involved with research and development personnel, collectors, and producers. It provides a mass of critical information for use in the finished intelligence report and in the decision making process. The Director of NPIC will discuss his support to the Intelligence Community. You will also have an opportunity to visit with PI analysts in a division of your own choosing.

1145 Bus to Chamber of Commerce Building
Lunch

25X1A

1330-1500 The Defense Intelligence Agency

25X1A

How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.

Deputy Director
for Intelligence,
DIA

*Acting Asst. Dir.
for Intel (Programmed
Intel)*

CONFIDENTIAL

CONFIDENTIAL

THURSDAY, 23 May 1974
(Room 916, Chamber of Commerce Building)

55 50
1515-1630

The National Intelligence
Officers

George A. Carver
Deputy to the DCI
for National
Intelligence
Officers

The National Intelligence Officer system has been introduced to provide the Director with a small group of officers drawn from the Intelligence Community responsible for specific subjects or areas. Our speaker will discuss the origins of this concept, how it is evolving, and what lies ahead.

CONFIDENTIAL

CONFIDENTIAL

FRIDAY, 24 May 1974
(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

0915-1015 Treasury's Role in the
Intelligence Community

Treasury is the newest member of the US Intelligence Board, having joined the Board just over two years ago in recognition of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role in this sphere and the kinds of information the intelligence community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.

George Mallory
National Security
Advisor, Office of
the Special
Assistant to the
Secretary of the
Treasury for
National Security

1030-1200 The National Security
Agency

Our sister agency at Fort Meade is the principal US organization in the SIGINT field. The speaker will discuss NSA operations, particularly the effect of advancing technology on their activities. He will also describe areas of mutual concern and expectations for the future.

[REDACTED]
Deputy Director,
National Security
Agency

25X1A

1200 Course Administration

[REDACTED]
Midcareer Course
Staff

25X1A

Lunch

CONFIDENTIAL

CONFIDENTIAL

FRIDAY, 24 May 1974
(Room 916, Chamber of Commerce Building)

1330-1500 The President's Foreign
 Intelligence Advisory Board

Wheaton Byers
Executive
Secretary, PFIAB

We will hear about the Board which oversees US foreign intelligence activities. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how President Nixon uses the Board in comparison with other Chief Executives. He will also give us his views of what the future may hold for this advisory organization.

1515-1645 The National Security
 Council Under the
 Nixon Administration

Lieutenant Colonel
Donald Stukel
National Security
Council Staff

The NSC mechanism works differently under every President. Our speaker will tell us how the current system works and how it is evolving, who the personalities involved are and where there are areas of interaction that need improvement. The speaker will give us the White House view on priorities for the immediate future and for the longer range.

CONFIDENTIAL

CONFIDENTIAL

TUESDAY, 28 May 1974
(Room 1E78 Headquarters Building)

0900-0930 Phase II Evaluations

0945-1015 Individual Presentation

PHASE III--WORLD AFFAIRS

The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; whereas the Soviet threat remains paramount, new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among US international objectives. It is the purpose of Phase III to bring you up to date on both the continuing and new national concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.

1030-1200 Energy: Challenge of the 70's

As the most technically advanced nation, the US consumes the most energy. We now must compete in a world-wide market where the number of competitors is growing while ready supplies are decreasing. This presentation will focus on the impact of dwindling energy supplies on the traditional patterns of international politics, regional groupings and alliances. The speaker will illustrate how traditional US policy objectives can come into conflict with the necessity for maintaining supplies of energy.

John Knubel

Principal Deputy
to the Assistant
Administrator for
International
Energy Affairs,
Federal Energy
Administration

Lunch

CONFIDENTIAL

CONFIDENTIAL

TUESDAY-THURSDAY, 28-30 May 1974
(Field Trip)

Tuesday, 28 May

1245 EDT	Convene at SW Entrance
1300-1345	Bus to Andrews AFB
1400-1500	Flight from Andrews AFB to Pittsburgh, Pa.
1515-1545	Bus to Pittsburgh-Central Holiday Inn

Wednesday, 29 May

0815-0915	Bus to Gulf Research
0930-1600	Briefings and Tours - Gulf Research
1600-1700	Bus to Pittsburgh Airport
1715-1915 CDT	Flight to Huntsville, Alabama
2000-2030	Bus to Holiday Inn

Thursday, 30 May

0810-0825	Bus to Marshall Space Flight Center
0830-1230	Briefings and Tour - Marshall Space Flight Center
1235-1320	Lunch
1330-1500	Tour Alabama Space and Rocket Center
1530-1930 EDT	Flight to Andrews AFB
1945-2030	Bus to Headquarters

CONFIDENTIAL

CONFIDENTIAL

FRIDAY, 31 May 1974

(Room 916, Chamber of Commerce Building)

0830-0900 *Phase III Evaluation*

~~0845~~-0945 Individual Presentations

0915

1000-1200 U.S. Foreign Policy Today

William J. Barnds
Council on
Foreign Relations

We turn now to a survey of US relations with major areas of the world. We begin with a review of the recent history and current directions of US foreign policy and the significance of prospective trends in foreign policy for intelligence. Mr. Barnds will review US foreign policy from the standpoint of a scholar who understands both the governmental and domestic influences on it.

Lunch

25X1A

1400-1600 Prospects for Soviet-American Relations

The current attempt to achieve detente between the US and the USSR is a cornerstone of global relations today. Our speaker will examine the current state of US-USSR relations and the practical significance of detente. He will assess the role of trade and will evaluate the prospects for further arms control agreements. He will also discuss US and Soviet interests in the Middle East and other areas of the world.

CONFIDENTIAL

CONFIDENTIAL

MONDAY, 3 June 1974
(Room 916, Chamber of Commerce Building
and 7 D 34 Headquarters)

45 50
0830-0915 Discussion
0920-0950 Individual Presentation
1000-1130 Changing US Strategies
and European Security

Class and Staff

Dr. Henry Jaffrey
Robert J. Murray
Dep. Assistant to the
Secretary of
Defense

A re-examination of US military commitments and relationships in Europe has been prompted by both domestic and external factors, including Congress and the budget, and the impact of detente. The immediate importance is reflected in our participation in the current Mutual and Balanced Force Reduction (MBFR) talks in Vienna. The speaker will consider these matters in discussing the changing strategies and policies of the US aimed at safeguarding the security of Western Europe. He will include an assessment of the role of conventional forces and the status of the NATO alliance.

Lunch

CONFIDENTIAL

CONFIDENTIAL

MONDAY, 3 June 1974
(Room 916, Chamber of Commerce Building
and 7 D 34 Headquarters)

15
1300-1430

The Outlook for China
in World Affairs

Alan Romberg
Officer in Charge,
People's Republic
of China Affairs,
Department of State

China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze China's perception of the world and the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.

3
1445-1615

SALT: Stabilizing
the Arms Race

[REDACTED]
National Intelligence Officer
for Strategic
Programs

25X1A

A prime question for future US-Soviet relations is whether the competitive aspects of the arms race can be brought under control. The 1972 ABM Treaty and Interim Agreement were a first step. Our speaker will describe what these accords provide, what they mean in terms of stabilizing the arms race and what needs yet to be done. He will describe how the Agency supports the SALT talks while they are in progress, and how the Community carries out its verification responsibilities covering the initial agreements, advising policy makers of possible future arms limitation options, and alerting them to possible violations.

CONFIDENTIAL

CONFIDENTIAL

MONDAY, 3 June 1974
(Room 7 D 34 Headquarters Building)

1700-1810

The Directorate of
Operations

William Nelson
Deputy Director
for Operations

*The Deputy Director for
Operations will discuss
current problems and future
trends in his organization.*

CONFIDENTIAL

CONFIDENTIAL

TUESDAY, 4 June 1974
(Room 916, Chamber of Commerce Building)

0915-0945 Individual Presentation

1000-1130 World Population Problems

This presentation will center on the trends in world population. The speaker will explore the magnitude of world population growth and offer his views on the ramifications of the present and future growth rates upon all nations in general but with emphasis upon the less developed countries. He will discuss the difficulties involved in initiating programs designed to slow present population growth rates and the time lag before such programs are effective. The problem of providing limited food to an expanding population will also be treated.

Wm. Spengler
~~Philander Claxton~~
Special Assistant
to the Secretary
of State for
Population Matters

Lunch

1300-1330 International Drug
Trafficking: The Role
of Intelligence

Dep. Chief, DDO/
Operations NARCOG

Drug abuse in the US resulted in the President naming the prevention of the illegal importation of drugs into the US a major national objective for the 70's. All resources of the US Government have been mobilized, including those of CIA. Our speaker will outline in broad form the international scope of drug trafficking, and will focus primary attention on what the Agency response has been to this new and somewhat unconventional priority. He will also discuss the relationship of CIA with the Drug Enforcement Administration/Department of Justice and other US agencies abroad under the guidance of the Cabinet Committee for International Narcotics Control (CCINC).

25X1A

CONFIDENTIAL

CONFIDENTIAL

TUESDAY, 4 June 1974
(Room 916, Chamber of Commerce Building)

1330-1400 International Drug
 Trafficking: Enforcing
 the Laws

The Drug Enforcement Administration is the primary enforcement arm of the US Government for violations of drug import laws. A representative from DEA will discuss his Administration's mission and organization for enforcement, and discuss DEA's operations overseas, particularly how DEA interacts and coordinates activities with CIA and other US agencies abroad under the guidance of the Cabinet Committee for International Narcotics Control (CCINC).

John Warner
Chief, International Intelligence Division,
Office of Intelligence, Drug Enforcement Administration

1410-1510 Questions and Answers

1515-1615 The US Intelligence Interest
 in Law of the Sea
 Negotiations

Our speaker, from the Office of Political Research, has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conference, being held in Caracas, Venezuela, from June to August of this year. She will summarize some of the diverse points of view held by the participants and will highlight their significance to US national interests.

John Warner

Office of
Political Research

25X1A

25X1A

CONFIDENTIAL

CONFIDENTIAL

WEDNESDAY, 5 June 1974
(Room 916, Chamber of Commerce Building)

0900-1000 Individual Presentations

1015-1145 The US in the World Economy

F. William Hawley
Council on
International
Economic Policy

This presentation will analyze the US position in the world economy from the perspective of the policy maker. The speaker will indicate the major problem areas and directions the US is taking on international economic issues, such as restructuring the monetary system and the rules of international trade. He will discuss the major problems posed by various nations, focusing particular attention upon the European Economic Union, [REDACTED] and [REDACTED]. He will describe how the policy making level is organized to meet the added dimension of international economics. He will offer some insights into the intelligence inputs which are most useful to supporting him in his policy making role.

25X6

25X6

Lunch

1300-1430 The Multinational Corporation

Lawrence Krause
Senior Fellow,
The Brookings
Institution

One of the major factors on the international economic scene today is the multinational corporation. Our speaker, a student of the development of these organizations, will describe them and discuss their effect on international trade, balance of payments and US foreign policy interests.

CONFIDENTIAL

CONFIDENTIAL

WEDNESDAY, 5 June 1974

(Room 916, Chamber of Commerce Building).

1430-1500 1P

~~1430-1530~~ Team Exercise
1500-1600

You have now had an opportunity to hear from almost 60 speakers about the Agency, the Community, and selected problems in World Affairs. At the beginning of the Course you developed a series of problems and solutions concerning Midcareerists and the Agency. We will now take a short time to break into teams again to develop those problems and proposed solutions which you now perceive after having completed most of the Course.

1900 Informal Reception - *Pa 7*

Class, Staff
and Spouses

25X1A

1930-2100 The Drug Culture

A psychiatrist will discuss drug abuse in American society, particularly as it relates to youth-- what it is like, who is involved, and the impact of the drug culture on American youth and society. His presentation will be directed at the "whys" of drugs and the role of drugs in the youth movement. The speaker will also offer his views on the long-term psychological and physiological effects of drug abuse.

CONFIDENTIAL

CONFIDENTIAL

THURSDAY, 6 June 1974
(Room 916, Chamber of Commerce Building)

0900-1000 Discussion

Class and Staff

25X1A

1015-1145 The Middle East:
An Academic View

Our speaker will discuss current developments in the Middle East and give us his views as to what the US policy for approximately the next decade should be. He will introduce some of the historical background from this century that has led to the present situation.

Lunch

1315-1415 The Middle East:
The Intelligence View

We turn now to the Middle East as an intelligence problem. The importance of this part of the world to the US is demonstrated by the number and range of collection and evaluation requirements levied upon the Community. Our speaker will assess the principal issues and problems from an intelligence viewpoint and will define the major areas of responsibility today and in the future for the collector and for the analyst.

Dy. National Intelligence Officer
for the Middle
East and Islamic
World

25X1A

CONFIDENTIAL

CONFIDENTIAL

THURSDAY, 6 June 1974
(Room 916, Chamber of Commerce Building)

1430-1640 Panel Presentation
Terrorism: A New Dimension
in World Affairs

Terrorism is not restricted to an Israeli marketplace or the Belfast ghetto, but it can move in without warning on a San Francisco bank or on a UN delegation. A senior Department of State officer will describe the Department's efforts to neutralize terrorist acts directed at US personnel and property abroad. An Agency specialist in international terrorist activities will describe CIA's role in this difficult area.

G. Marvin Gentile
Deputy Assistant
Secretary for
Security, Depart-
ment of State

Deputy Chief,
International
Terrorism Group

25X1A

CONFIDENTIAL

CONFIDENTIAL

FRIDAY, 7 June 1974

(6 E 60 and 7 D 64, Headquarters)

00 → *Class Discussion*
0930-1015 Phase III Evaluation
1000-1045 (6E60 Headquarters)

1030-1200 Management in CIA

You have heard much during the past five weeks about management within the Agency. The Secretary of the Management Committee will explain how that group functions and some of the problems with which it is currently concerned. He will also be available to answer questions about management and about his Directorate.

Carl Duckett
Deputy Director
for Science and
Technology and
Secretary, CIA
Management
Committee

1055-1130 Lunch
1300-1415 Overall Evaluations
1430 Informal Remarks

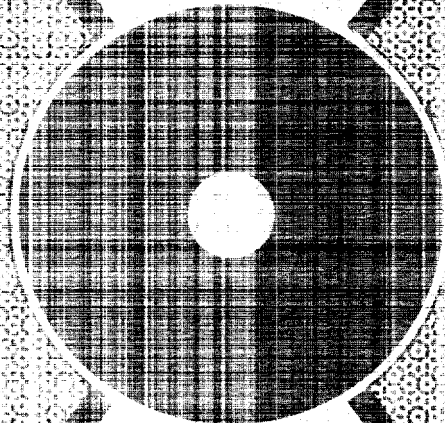
William E. Colby
Director of Central Intelligence

Award of Certificates

CONFIDENTIAL

SECRET

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400010003-8



Approved For Release 2000/06/01 : CIA-RDP80-00536A000400010003-8

SECRET